



(U) Introduction to [REDACTED], Customer Relationships Director

FROM: [REDACTED]
Deputy Director for Customer Relationships
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(U//FOUO) It's a great time to work in the Signals Intelligence Directorate (SID). First of all, it's an opportunity to improve and refine the new processes that have been put into place. Secondly, it's a time to feel a sense of pride for the successes you've achieved in providing tremendous support to our customers over the past couple of years, although I realize you may find it difficult to pause and savor success in light of the continuing high ops tempo. I'm very honored to have been asked to lead Customer Relationships Directorate (CRD), and I am looking forward to working with my colleagues to build upon these successes.

(U//FOUO) I've spent much of my career working directly for customers and with overseers -- in a Cryptologic Service Group (CSG), as an NSA representative, on the staff of a customer organization, in the Legislative Affairs Office, and recently with the DoD and IC requirements boards and acquisition oversight authorities. I've seen firsthand not only the value of building good relationships but also the importance of providing products and services to customers that meet their specific needs. NSA and SID have made a strong commitment to customer service by investing resources to better understand the intelligence needs of our customers; to improve synchronization of activities across SID and focus on hunting key information; and to use those customer vectors to drive our investment, business, and, often, policy decisions. While the new structures and processes within CRD to help SID accomplish these objectives are still very immature, we are getting better. More importantly, we are receiving positive feedback from customers on this business model. We will continue to develop, fine tune, and strengthen our efforts.

(U//FOUO) What's the role of leadership? Having a unified vision and communicating it clearly is first and foremost. Aligning goals and objectives, obtaining and allocating resources (corporately not competitively), empowering people to fully use their skills and talents, delegating responsibility, deciding how much risk is acceptable, anticipating issues and problems so as to avoid some of the speed bumps, and implementing good business processes are also essential. During the past nine months, I participated in the Foreign Service Institute Senior Seminar sponsored by the Department of State. I had the opportunity to meet and discuss issues with the most senior leaders in government, military, education, religion, and industry. As we met with each person and learned about their strategic goals and challenges, we also asked about their philosophy of leadership and how to achieve organizational success. Almost without exception, each one mentioned the importance of integrity to success, both personal and institutional. By institutional integrity, they meant transparency and openness, honesty, professional respect, follow through on commitments, and cooperation.

(U//FOUO) Each directorate has a unique role to play, but we are



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also mutually dependent upon one another. I have great respect for each member of the leadership team, and I look forward to working with them to lead SID in a direction that serves you, facilitates your work, and leads to our collective success.

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